

MOTION BY SUPERVISORS HILDA L. SOLIS AND
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September 1, 2020

**Leveraging the County’s Workforce System to Meet the Post-Covid-19 Labor
Market Needs and Prepare for the County’s Workforce and Economic
Development Department**

Long before the current COVID-19 global pandemic, changing technologies, a shift to a climate-resilient economy and new ways of working were disrupting jobs and the skills employees need to do them. In 2017, the McKinsey Global Institute estimated that as many as 375 million workers—or 14 percent of the global workforce—would have to switch occupations or acquire new skills by 2030 because of automation and artificial intelligence. In a recent McKinsey Global Survey, 87 percent of executives said they were experiencing skill gaps in the workforce or expected them within a few years. But less than half of the respondents had a clear sense of how to address the problem.

Workers across industries must figure out how they can adapt to rapidly changing conditions, and companies must learn how to match those workers to new roles and activities. Workforce development programs should work hand in hand with industry partners to reskill and upskill the workforce to deliver new business models in the post-pandemic era. Moreover, the coronavirus pandemic has exacerbated the need to re-think our County workforce and economic development services. Accordingly, on August 4,

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2020, the Board of Supervisors moved to create a consolidated Workforce and Economic Development Department structured to include workforce development services and the economic development policy and program development activities that are currently housed in the County's Chief Executive Office and the Department of Workforce Development, Aging and Community Services (WDACS) to establish a new County of Los Angeles *Department of Workforce and Economic Development*. This August Motion was adopted on the heels of two reports studying the creation of more efficient and effective economic and workforce development structures to serve County constituents. Moreover, the reports identified that best practice suggests the County's workforce development programs should be identifying good employers, not just sectors, and analyzing outcomes by industry and occupation to identify the most promising sectors in which to build career pathways for clients. The August Motion requested a plan and structure for the new Department within 60 days of the Motion's passage, on or before October 4, 2020.

To best implement this new Department, the County must develop a clear, detailed implementation plan and strategic structure for this new Department, as well as an elevated role for the County's Workforce Development Board concurrent to the administrative establishment of the new Department.

WE, THEREFORE MOVE that the Board of Supervisors:

1. Direct the Chief Executive Officer (CEO) to convene a Workforce and Economic Development Department Alignment Workgroup (Workgroup) consisting of representatives from WDACS, the Department of Consumer and Business Affairs (DCBA), the Los Angeles County Development Authority (LACDA), the

Department of Public Social Services (DPSS), and other departments as needed, to put forward a proposed organizational structure for the new Workforce and Economic Development Department on or before October 4, 2020, to align with the budgetary recommendations from the CEO. The proposal shall include:

- a. A recommendation for the role of the County's Workforce Development Board to facilitate and enhance labor and business sector partnerships.
 - b. A structure for Workforce Development in the new Department, including divisions devoted to strategic planning and alignment, policy and advocacy, operations of Workforce Innovation and Opportunity Act (WIOA) programming, and high-road employer partnerships.
 - c. A structure for a business and economic development branch within the new Department to help businesses grow and thrive and incentivize businesses to stay in Los Angeles County while matching them with qualified workers from the local workforce system as well as support emerging entrepreneurs with capacity-building and funding.
 - d. A plan to establish a portfolio of Public Private Partnership opportunities in consultation with relevant County Departments and CEO's Asset Management Division, to repurpose underutilized County real estate and help catalyze equitable economic development with a focus on production and preservation of Affordable Housing and Public Private Partnerships on Clean Green Energy initiatives.
2. Direct the Workgroup to engage a consultant, as needed, to review the Economic Development Alignment and Optimization studies submitted to the Board in July

2020 and analyze the current structure and efficacy of the County's America's Job Centers of California including metrics of success for the AJCCs. Within 90 days, return to the Board with a recommendation for a more responsive structure and for the County's workforce system considering the market pressures due to COVID-19, and the need to grow High Road Training Partnerships and career pathways.